

DRAFT MEETING MINUTES

MEETING NAME: WISCONSIN ENTERPRISE ARCHITECTURE TEAM (WEAT)

DATE: MARCH 9, 2004

TIME: 10:00 A.M. TO 12:15 P. M.

LOCATION: ADMINISTRATION BUILDING, CONFERENCE ROOM 8F

WEAT Members:

- Group Leader/Chief Enterprise Architect – Ben Banks (a DET representative)
- Lead Technical Enterprise Architect – George Ross (a DET representative)
- Enterprise Architect – Keith Hazelton (UW representative)
- Enterprise Architect – Bud Borja (Milwaukee Co., local government representative)
- Enterprise Architect – Jay Jaeger (DOT, large state agency representative)
- Enterprise Architect – Judy Heil (DATCP, small state agency representative)

Note: Keith Hazelton was absent.

DET Support Staff:

Patricia Carlson, Chris Alberts, Dan Proud

Agenda Items:

- (1) Enterprise Architecture update – Ben Banks
- (2) Overview of the Zachman framework – George Ross
- (3) Continued work on Principles – Ben Banks
- (4) Assignments for next week and meeting wrap-up – Ben Banks

Enterprise Architecture Update—Ben Banks

Ben introduced two new members of WEAT: Chris Alberts, a network engineer at DET, and Dan Proud, a technical writer at DET. Chris will be assisting with project management; Dan will be producing meeting minutes and, later, writing technical documents.

Patricia will print and distribute the updated WEAT Principles after the meeting.

Ben explained that the 90-day deliverable from the WEAT team will adhere to Matt Miszewski's desire to reuse work (best practices) such as framework policies from other states. As Chris Alberts suggested, this is in the interest of speedy results. Matt would like to see a deliverable similar to the State of Missouri document.

The draft deliverable will go through a 7-business day open review by agencies and others (the distribution will be "as large as needed"). Reviewers will submit comments (e-mail, hardcopy, phone message, etc.), which will then be compiled.

A second 7-business day period will be provided for consolidating the comments and providing rationales for accepting, tabling, or rejecting them—a way to assure reviewers that we are considering all feedback. Matt has given no directions yet on who consolidates the comments. Once Matt approves the document, it will go into a standard and immediately take effect. Jay expressed the opinion that if WEAT is not involved in the production of this final document, the document will lose credibility.

Patricia explained that three 90-day phases are planned:

1. Phase 1—formulate strategy; describe how governance interacts with WEAT; produce draft deliverable.
2. Phase 2—produce templates using the NASCIO Tool-Kit document; process mapping for each process that supports EA.
3. Phase 3—develop reference models using the federal government models; address service issues, technology "lay of the land."

To a question about the expectation of WEAT output in the first 90 days, Ben stated that we need to focus on fundamental processes, starting with principles. Judy added that we really have 45 days remaining.

Zachman Framework Overview—George Ross

George passed out a handout in color entitled: "Enterprise Architecture: A Framework™" which illustrates the topology of the Zachman Framework. The Zachman Framework is a six-by-six matrix of perspectives and focuses that contains 36 cells describing all aspects of any enterprise. He described this framework as a general-purpose classification schema of an evolutionary process that can be applied to EA and to any EA component.

The model has six columns, the questions (who, what, where, how, when, why), which are also labeled Data, Function, Network, People, Time, and Motivation. George briefly described the six rows (perspectives on or views of the evolutionary process by particular groups):

- Scope—e.g., planners, high-level management
- Business Model
- System Model—e.g., system analysts

- Technology Model—e.g., system programmers, system administrator
- Detailed Representations—e.g., HR people
- Functioning Enterprise—results of development effort; target

Jay remarked as an aside that PTAWeb or PTR business models are too narrow as HR systems.

George observed that this framework forces one to think comprehensively about how evolution occurs. It is not a process; it is a taxonomy. It is a problem-solving tool and a documentation/communication tool. Each cell contains a unique representation of the process or entity at hand. There are specific tools for some of the cells, but not all. The Zachman framework links well with the EA view that Ben supports.

Ben added that this framework is just a tool to use as we continue down through the development process. It melds well with the NASCIO development kit and the models from Canada and Missouri.

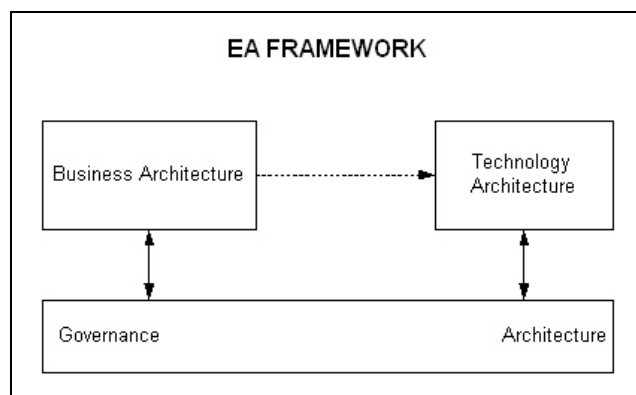
Discussion

Jay opened a long discussion by stating that it is easy enough to see how to apply this framework to a particular business problem, but much harder to know how to apply it to something as general and abstract as EA.

Ben remarked that it is more for use for parts of the architecture. Other comments on how it might be used: for elements of architecture; supporting model to run through for development groups; as we work, we can use layers for different areas that we are working on.

Jay questioned how this framework would help in building the EA architecture, the framework of the architecture itself. At some point, we have to have a set of "cubbyholes" or "coathangers" to account for technical, organizational or business problems of importance—we need a framework to put them on before we approach the domains for implementation solutions for a particular conceptual solution to a business need.

George offered that EA is a set of guiding principles. Jay added that it must be more: an organizational structure for managing decisions. George returned that it is a framework in a sense: it defines boundaries through which processes evolve. Ben said that the EA framework is everything mentioned: a governance body, principles, a framework in which business architecture drives technical architecture. He drew the following diagram:



Jay continued that when you turn business problems over to domain managers, the domains need an architecture to work within, particular technical areas with a reference model cubbyhole with standards they are operating within. For example, the convergence project we have to identify areas where we need convergence, and define how these areas affect the enterprise system and how they interrelate with each other.

Ben and Jay agreed that the Technology Architecture in the above diagram has boxes, one of which is Enterprise Directory Services, which Jay had mentioned as an example.

Discussion moved to the topic of business drivers. At issue was how EA should explain business drivers in the process: emerging from players at the top (Legislature, governor, CIO); from a developing realization of needs from different sources (a "dirty" process); from creating visions to address customer needs. The idea was put forward that parts of EA have been built over time in a de facto sense. The way things are now, we have built a lot of the Zachman cells within informal business and technical reference models, and some are linked, but poorly constructed ones exist, and many are unassociated.

Patricia stated that the technology reference model will account for the cubbyholes that Jay talks about. We have to inventory the pieces of architecture that are currently in place, but won't have that until August. Once we have a baseline, we can evaluate the landscape and find inefficiencies.

Jay and George came at the framework issues one more time: (1) upper management wants an IT system to be built; (2) no, they want to fix problems, not build something; (3) well, we have problems, but architecture comes with a vision, such as more standards; (4) what do you use to articulate a vision?; (5) maybe a framework could help, but you need a vision; (6) but in what areas do you need a vision, we don't have anything right now.

Discussion was over time, so Ben called a halt.

Draft Principles Document—Ben Banks

Deliverables

The WEAT members have not seen the deliverables list yet; Patricia said she would distribute the list after the meeting.

Using a projection screen, Patricia described the dates and deliverables for the three 90-day phases:

1. Phase 1 ending 4/23 (review period ends 5/7)—EA Strategy
2. Phase 2 ending 8/6 (review period ends 8/20)—templates a la NASCIO
3. Phase 3, ending 11/26 (review period ends 12/10)—reference models

It was noted that the Phase 2 review period occurs during vacation times, but no change was agreed upon. Perhaps because the phase is concerned with the templates, it will not elicit as many comments as the documents for the other two phases.

Work on a training plan needed in Phase 3 will begin before that phase; tasks will span phases in some cases.

In answer to Jay's question about having a corral to put the horses in, Ben answered that Matt will have to allocate resources to work on a technology reference model. Another concern, voiced by Judy, in the agencies is about consolidation. Patricia responded that change is still months away; a contract is not yet signed, and inventory must be done first. Ben confirmed this. For a third concern, whether Matt is concerned about PTA Web deciding things in a vacuum, Ben said that Matt knows what is happening.

Jay and Judy expressed thanks for the information on the deliverables.

Principles

Patricia put the principles that Jay had edited on the projection screen. Copies had been handed out to all present at the beginning of the meeting.

Wording of the categories was agreed to at the last meeting, so remaining discussion centered on changes from Judy, Jay, and Jim Wisniewski (DOT).

Many of the changes (in red and blue) were rationales or implications, and many of these are noted on the copy. Notes under the corresponding principles will suffice here for an account of the discussion. We agreed that statements will be added as preface to the principles stating that the principles can be changed.

Enterprise Guiding Principles

- A new principle is needed for comments added to item 4 ("One size..." and "...levels of govt..."). Patricia will draft the wording.
- For item 5 (common vision), Jay asked, how do we make sure that happens? We need to work at all levels of government. Item 5 was approved.

Management and Organization Principles

- Comments for item 1 (transparency) are implications.
- For item 4, counties can provide centers of excellence. This was added.
- Centers of excellence were also added to item 6 (training programs).
- Patricia answered Jay's question in item 8 (accountability): accountability for performance.
- Item 10 was approved.

Technology Principles

- For item 3 (pervasive standards), a bullet was added after extended discussion over what to say about open standards. After considering the importance of open standards vs. cost, whether to consider it on a decision-by-decision basis, we agreed on Jay's suggestion referring to "interfaces that employ open standards."
- Item 6 (investment approach for IT infrastructure) comments will be moved to the items on investment strategy.
- Item 7 (reduce complexity) was approved.

Application Delivery Principles

- Items 3, 4, and 5 were approved.
- Item 4 (formal methodology) will have additional explanation about limits of project management

Data Management Principle

- In item 1, Patricia will reword the first sentence ("All information...").
- In item 2, "freely" is changed to "widely."
- Suggested additional principles from Jim Wisniewski were accepted, with principles 3 and 4 combined with 1 and 2.

Action Items

DET

- (1) Patricia will draft a list of rationales and distribute to WEAT members by Thursday.
- (2) Patricia will distribute to the team:
 - Revision of Principles
 - Draft of Rationales
 - List of Deliverables
- (3) A 4-hour meeting will be scheduled, probably in two weeks, to work on the rationales.

WEAT

- (1) Jay will collect more comments from other agencies on the principles.
- (2) WEAT University of Wisconsin member to provide DET with list of data and system management principles they developed.
- (3) Review revised principles list, share with represented entities and bring suggestions, comments to the next WEAT meeting.